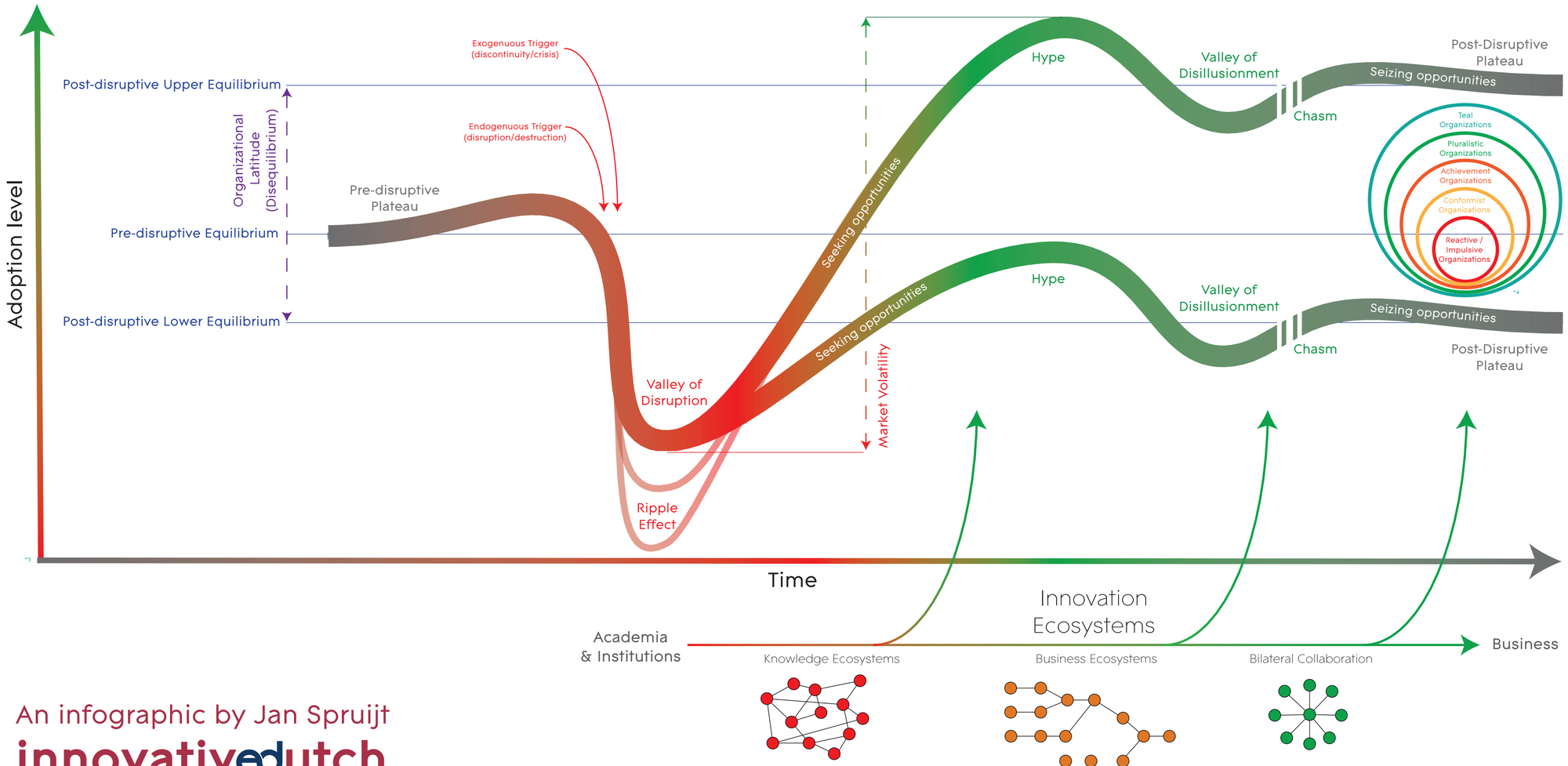
Crisis-triggered Innovation Systems



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Structure

Hierarchy	1	Self-organization
Coordination through meetings	2	Ad hoc meetings only
Complex programs and projects	3	Self-staffed and organic projects
Central staff for HR, IT, purchasing, etc.	4	Done in self-organizing teams, only advisory staff

HR

Interviews by trained HR personnel	5	Interviews by future colleagues
Focus on fit with job description	6	Focus on fit with organization and purpose
Administrative onboarding process	7	Onboarding trainings and rotation programs
Skill & mgmt training designed by HR	8	Critical team-training & personal freedom
Job titles	9	No job titles & fluid roles
No focus on personal purpose	10	Fit between organizational and personal purpose
Standardized contract hours	11	Work-life balance
Standardized working times	12	Flexible working hours
Focused on individual performance	13	Focused on team performance
Hierarchy-based feedback	14	Peer-based feedback and appraisal
Individual bonuses and salaries	15	Peer-calibrated salaries and equal profit sharing
Promotion politics	16	Fluid rearrangement of roles
Silos	17	Open cross-disciplinary discussions
Hierarchical dismissal decisions	18	Fluid conflict-resolution and learning processes

Work Environment

Soulless office buildings	19	Warm places open to children and nature.
Abundancy of status markers	20	No status markers
Chaotic meeting practices	21	Equal, systematical meeting practises
Hierarchical decision-making	22	Decentralized, holacratic decision-making
No conflict-resolution practices	23	Peer-based, small-scale, conflict resolution culture
Information is need-to-know only	24	All information available to all, real-time
Secrecy to outside world is default	25	Transparency invites outsides to join purpose
Values only a poster on the wall	26	Continuous debate about values and behavuour
No reflective spaces	27	Quiet rooms, meditation, coaching
No mood management	28	Sensibility to mood's impact on team
No community building	29	Storytelling for self-disclose and community feeling

Major Organizational Processes

No purpose, only self-preservation	30	Purpose-driven, "competitors" seen as partners
Strategy defined by C-level	31	Organic strategy emerges from self-organization
Outside in innovation	32	Inside-out, purpose-driven innovation
Supplied selected on price & quality	33	Suppliers chosen by fit with purpose
Budget and spending top-controlled	34	Freedom to spend if team is consulted
Brands are positioned to segments	35	Marketing simplified: this is our offer
Sales teams driven by targets	36	No targets
Planning based on predict & control	37	Planning based on sense & respond
Painful annual & monthly cycles	38	No or radically simplified budgets
Stick to the plan is the rule	39	Fast iterations and workable plans
Top-down initiatives	40	Bottom-up initiatives
Change managers	41	Organizations change/adapt from within
Dealing with crisis C-level only	42	Crisis solutions emerge from collective intelligence

An infographic by Jan Spruijt

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